

**APPENDIX E:**  
**Hiring & Retention**  
**Subcommittee**

Social Justice, Race, & Equity Commission  
**Hiring & Retention Sub-Committee Meetings Summary**

Meeting #1

- Date: May 4, 2021
- [Agenda](#)

Meeting #2

- Date: June 1, 2021
- [Meeting Minutes](#)

Meeting #3

- Date: July 6, 2021
- [Agenda](#)
- [Meeting Minutes](#)

Meeting #4

- Date: August 3, 2021
- [Agenda](#)
- [Meeting Minutes](#)

Meeting #5

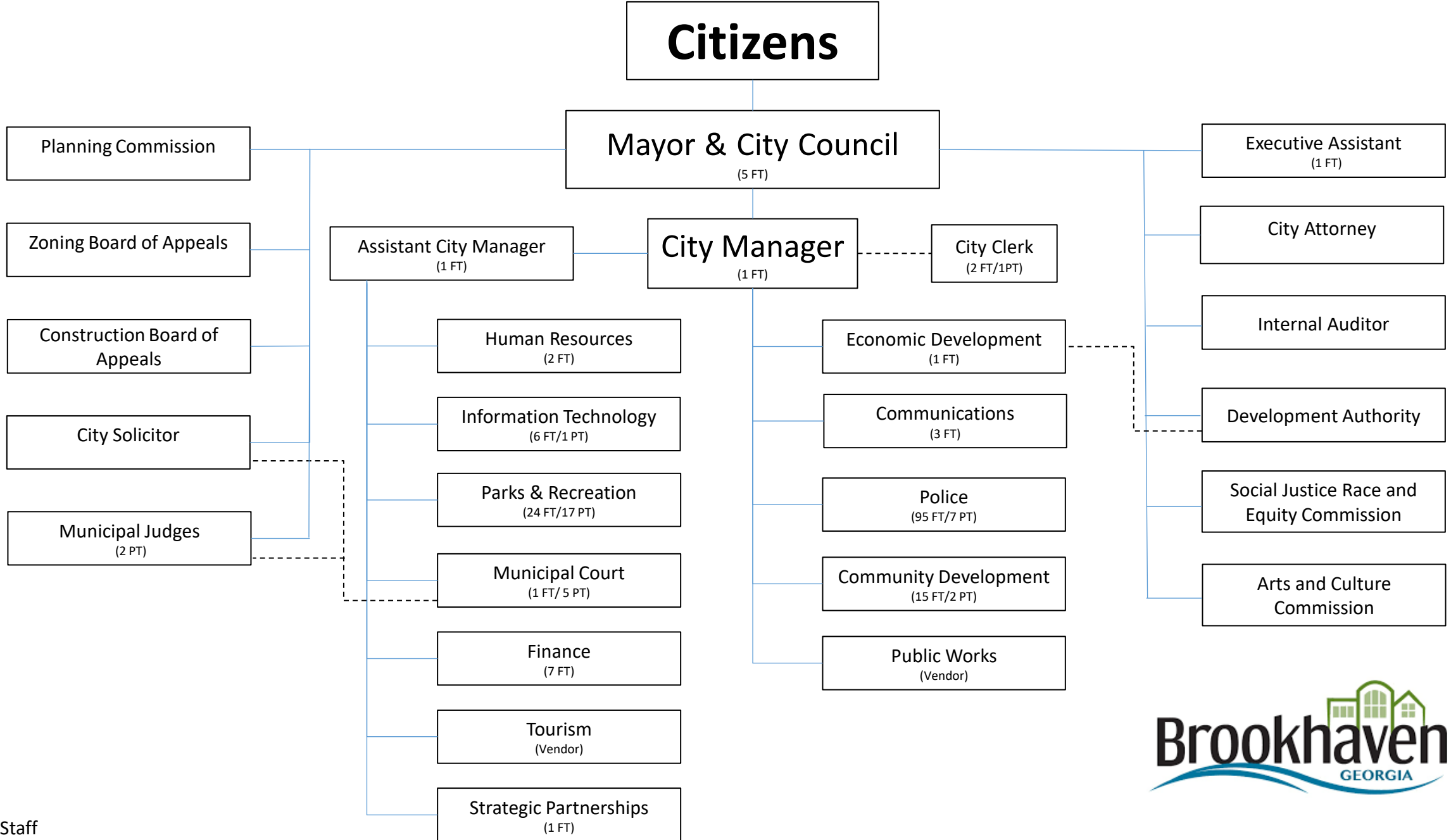
- Date: September 7, 2021
- [Agenda](#)
- [Meeting Minutes](#)

Meeting #6

- Date: October 5, 2021
- [Agenda](#)
- [Meeting Minutes](#)

Meeting #7

- Date: November 2, 2021
- [Agenda](#)
- Meeting Minutes



Total Staff  
Full-time: 158  
Part-time: 35



<b>City Employee Demographics</b>			
Female (Full-time)	33.33%		
Male (Full-time)	66.67%		
Female (Part-time)	40%		
Male (Part-time)	60%		
Asian (Full-time)	1.38%		
Asian (Part-time)	8%		
Black or African American (Full-time)	31.25%		
Black or African American (Part-time)	36%		
Hispanic or Latino (Full-time)	13.89%		
Hispanic or Latino (Part-time)	8%		
Two or More Races (Full-time)	0.69%		
Two or More Races (Part-time)	4%		
Native Hawaiian or Other Pacific Islander (Full-time)	0.69%		
White (Full-time)	52%		
White (Part-time)	44%		
Total Minority (Full-time)	48%		
Total Minority (Part-time)	56%		

### City Clerk

Female	100.00%
Male	0.00%
White	66.67%
Hispanic or Latino	33.33%
Millennials	33.33%
Baby Boomers	66.67%

### City Manager

Female	25.00%
Male	75.00%
White	100.00%
Baby Boomers	100.00%

### Community Development

Female	52.94%
Male	47.06%
Black or African American	41.18%
Hispanic or Latino	5.88%
White	52.94%
Millennials	35.29%
Generation X	41.18%
Baby Boomers	23.53%

### Communications

Female	66.67%
Male	33.33%
White	66.67%
Hispanic or Latino	33.33%
Gen Z	33.33%
Generation X	66.67%

### Finance

Female	71.43%
Male	28.57%
Black or Afrian American	57.14%
Hispanic or Latino	14.29%
White	28.57%
Millennials	28.57%
Generation X	57.14%
Baby Boomers	14.29%

### Information Technology

Female	16.67%
Male	83.33%
Black or African American	16.67%
White	83.33%
Millennials	50.00%
Generation X	33.33%
Baby Boomers	16.67%

### Municipal Court

Female	83.33%
Male	16.67%
Asian	16.67%
Black or African American	50.00%
Hispanic or Latino	16.67%
Two or More Races	16.67%
Millennials	50.00%
Generation X	33.33%
Baby Boomers	16.67%

### Parks

Female	22.22%
Male	77.78%
Black or African American	59.26%
Hispanic or Latino	3.70%
White	37.04%
Gen Z	14.81%
Millennials	44.44%
Generation X	18.52%
Baby Boomers	22.22%

## PD

Female	26.60%
Male	73.40%
Asian	3.19%
Black or Afrian American	22.34%
Hispanic or Latino	17.02%
Black or Afrian American	1.06%
Two or More Races	1.06%
White	55.32%
Gen Z	2.13%
Millennials	55.32%
Generation X	32.98%
Baby Boomers	9.57%

## Economic Development

Female	100%
Black African American	100%
Millennials	100%

## Human Resources

Female	50%
Male	50%
White	100%
Millennials	50%
Baby Boomers	50%

Total Workforce	2020 Terminations	Percent Turnover	Female Turnover	Male Turnover
145 (FT)	11	7.60%	9%	91%
27 (PT)	4	14.80%	25%	75%
Total Workforce	172			
Total Termination	15			
Turnover Percentage	9%			



Hispanic or Latino Turnover	Black or African American Turnover	White Turnover
45%	0	55%
25%	25%	50%

	2020	Percent				Hispanic or	Black or African	
Total Workforce	Terminations	Turnover	Female Turnover	Male Turnover		Latino Turnover	American	White Turnover
145 (FT)	11	7.60%	9%	91%	45%	0	55%	
27 (PT)	4	14.80%	25%	75%	25%	25%	50%	

Total Workforce	172
Total Termination	15
Turnover Percentage	9%

			Hispanic or	Black or African				
Parks Turnover	Female	Male	Latino	American	Generation X	Millenials	Generation Z	
Total	67%	33%	67%	33%	33%	33%	33%	33%
FT	33%	0%	33%	0%	33%	0%	0%	0%
PT	67%	33%	33%	33%	0%	33%	33%	33%

Community Development Turnover	Male	White	Generation X	
Total	100%	100%	100%	
FT	0%	0%	0%	
PT	100%	100%	100%	

Police Department Turnover	Male	Hispanic or Latino	White	Baby Boomers	Generation X	Millenials	
Total	100%	45%	55%	27%	27%	45%	
FT	91%	36%	55%	27%	27%	36%	
PT	9%	9%	0%	0%		9%	

Currently we post positions:

- the City's website
- GLGA (Georgia Local Government Access Marketplace)
- Indeed
- job function specific websites
- Handshake
- City's Facebook pages
- City's weekly email blast
- LAA
- Noble (in the past)
- Promoted at Cherry Blossom Festival

## Hiring Process

1. Position is approved as a new position or approved to be backfilled
2. Job Description is created or is reviewed for any updates and/or changes
3. Position is created in ATS system Paycom and posted on the City's website. When a position is posted on the City's website, it is automatically posted on Indeed.
4. Position is posted on GLGA (Georgia Local Government Access Marketplace) and other job specific websites.
5. Candidates express interest in the position
6. Resumes are reviewed by HR and set to the hiring manager for review
7. Interviews are scheduled for the position
8. Final candidate is identified
9. Conditional offer is extended
10. Background check is completed
11. After receiving a successful result from the background check, start date is identified
12. New Hire paperwork is completed
13. New Hire starts and completes new hire orientation with HR
14. New Hire receives department specific training for position



# **Evaluation Report**

## **November 2021**

**Prepared for:  
City of Brookhaven**

**Prepared by:  
The Bates Group, LLC**

## **Background**

Brookhaven is a city in DeKalb County, GA., in the metro Atlanta area. The city stretches over 12 square miles with a population of about 55,000.<sup>1</sup>

## **Methodology**

During 2021, participant surveys were administered to the employees of the city of Brookhaven to examine the diverse, equitable, and inclusive work climate. The surveys asked participants to rate the organization based on 8 sets of content including overall diversity, equity, and inclusion culture, hiring and recruitment, career development, personal experiences, policies and procedures, inclusion, immediate supervisor, and diversity training. These categories were questioned on a Likert scale of 1-5, with 1 being strongly agree and 5 being strongly disagree. Furthermore, the survey provided the opportunity for participants to explain their thoughts for each category, list any additional comments, and/or provide suggestions for ways that the organization could improve the diversity, equity and inclusion efforts at the City of Brookhaven.

## **Analysis**

The evaluation team ran frequencies in SPSS to understand the quantitative findings. The tables and corresponding charts are located in the appendix of this report. The evaluation team then collected the qualitative data and thematically coded the data to identify salient themes among the responses. This report organizes these findings in the following sections.

## **Findings**

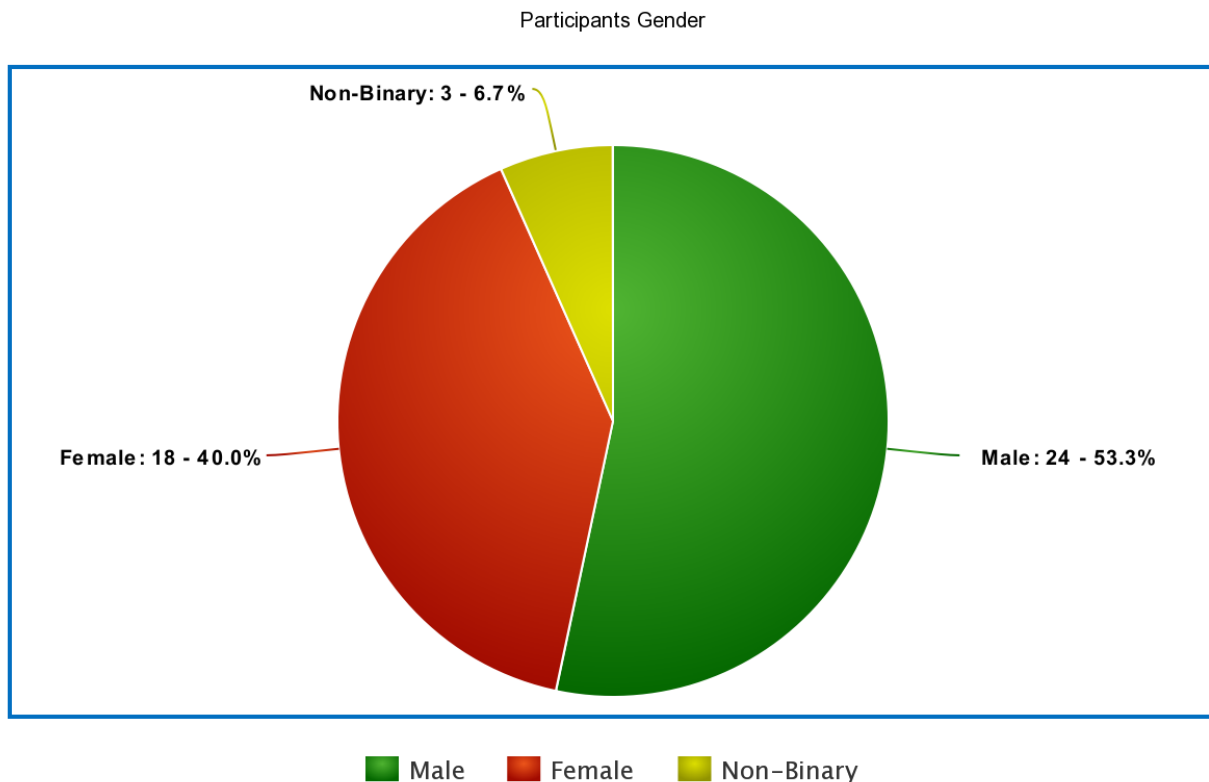
### *Participants*

During 2021, the City of Brookhaven disseminated this summative survey to 150 employees. There were a total of 47 participants who responded to the survey. Of the participants, 53.33% (n= 24) identified as male, 40% (n= 18) identified as female, and 6.67% (n=3) identified as non-binary. See Figure 1 below. Majority of the respondents were between the ages of 35 and 44 years old (n= 19, response rate= 48.3%) and reported to have been employed by the City of Brookhaven between five years but less than ten years (n= 27, response rate= 58.70%). The participants identified their race and ethnicity as 54.76% (n= 23) were White, 16.68% (n= 7) were Hispanic/Latino, 14.29% (n= 6) were Black/African American, 9.52% (n= 4) were Multiracial/Multiethnic, and 2.38% (n= 1) Native American/Pacific Islander and Asian (n= 1). When asked what position best describes their role in the organization, 61.36% (n= 27) reported they were not a supervisor or manager, 27.27% (n= 12) reported they were a manager or supervisor higher than first level (including senior management positions), and 11.36% (n= 5) reported to be a first level supervisor. Tables 9-14 provide an overview of the employees represented in the survey and can be found in the appendix of this report.

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<sup>1</sup> Source: <https://www.brookhavenga.gov/community/page/city-brookhaven-ga>

Figure 1. Participants Gender



#### *Overall Diversity, Equity and Inclusion Culture*

Overall the diversity, equity and inclusion (DEI) culture in the workplace shows satisfaction by the employees in the City of Brookhaven. Approximately 75% (n=35) of the respondents agree or strongly agree that the leadership of their employer encourages diversity. However, the qualitative responses elaborate on some concerns of the participants including gender disparities regarding unequal treatment for men versus women (n=4). In addition, (n=4) participants mentioned there being a “protected class of color” with regards to employees who receive leniency when it comes to accepting behaviors in the workplace. Two participants highlighted lack of trust and care for the city employees and their beliefs.

One participant stated:

*“The management/leadership of Brookhaven does not care about their employees' beliefs. They are forcing things upon their employees and making policies that isolates employees from others. They don't care what the employees say or feel and tell them too bad.”*

See Table 1 below for further information about the overall perceptions of DEI culture in the workplace.

Table 1. Overall Diversity, Equity and Inclusion Culture

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Total</b>	<b>Weighted Average</b>
The leadership of my employer encourages diversity.	42.55% 20	31.91% 15	21.28% 10	2.13% 1	2.13% 1	47	1.89
Management shows that diversity is important through its actions.	38.30% 18	29.79% 14	27.66% 13	2.13% 1	2.13% 1	47	2.00
This employer fosters a workplace that allows employees to express themselves, promotes individuality, and promotes freedom of expression regardless of their cultural or religious beliefs, age, color, disability, sex, gender expression or national origin.	34.04% 16	34.04% 16	12.77% 6	10.64% 5	8.51% 4	47	2.26
This employer respects individuals and values their differences.	38.30% 18	29.79% 14	12.77% 6	12.77% 6	6.38% 3	47	2.19
The leadership of this employer treats all employees fairly.	29.79% 14	38.30% 18	17.02% 8	8.51% 4	6.38% 3	47	2.23
The employer's vision, mission and value statement is clear.	36.96% 17	30.43% 14	19.57% 9	4.35% 2	8.70% 4	46	2.17
The employer's vision, mission and value statement sets the tone for the organization's culture.	31.91% 15	31.91% 15	25.53% 12	2.13% 1	8.51% 4	47	2.23
Employer management and leadership appreciate others whose backgrounds, beliefs and experiences are different from their own.	31.91% 15	38.30% 18	19.15% 9	6.38% 3	4.26% 2	47	2.13
Employer Management and leadership value the opinions and input of employees.	26.09% 12	43.48% 20	13.04% 6	10.87% 5	6.52% 3	46	2.28



## Hiring and Recruitment

Regarding hiring and recruitment, the overall satisfaction ratings were one of the lowest of all 8 content areas with the overall average falling at 2.24 between agree and neutral. Although almost 60% (n=28) of respondents reported that their employer makes an effort to ensure diversity in the interview process, some of the concerns of the respondents included overlooking qualified candidates for positions due to priority of race and gender. Three of the respondents specifically stated how women of color have priority for hiring considerations. In addition, others were concerned about the length of the hiring process and how removed the departments were in the hiring process. Participants felt as though departments should have more input, and that the human resources department should just simply “handle the paperwork.”

One participant mentioned the importance of providing resources for potential applicants as an example of employee expectations and stated:

*“It would be really great to offer a template for a resume on the City's website. I understand some people may have an abundance of experience but don't know how to properly convey that into a resume which could then dismiss them from our staff's eyes without getting the proper vetting. Let's give candidates the assets they need so they can show us they have the experience.”*

Table 2. Hiring and Recruitment

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Weighted Average
This employer's recruitment and interview process is open and welcoming.	31.91% 15	36.17% 17	19.15% 9	4.26% 2	8.51% 4	47	2.21
This employer makes an effort to ensure diversity in the interview process	29.79% 14	29.79% 14	27.66% 13	6.38% 3	6.38% 3	47	2.30
This employer's hiring and recruitment process is fair and unbiased	36.17% 17	25.53% 12	27.66% 13	2.13% 1	8.51% 4	47	2.21

## Career Development

The overall satisfaction ratings for career development are above average. Over 68% (n=32) of the respondents agree or strongly agree that employees of different backgrounds are encouraged to apply for higher positions. One participant mentioned as a new hire, they have been encouraged to step into a leadership role and stated:

"I'm not involved in the promotional process, but even though I am relatively new to this agency I have a great deal of experience in the field so I have been encouraged to step into leadership role to mentor newer officers."

However, the additional qualitative responses revealed the concerns of some (n=2) of the participants being that the promotional opportunities were disproportionately offered to people of color. Eight participants stated that current staff members are not encouraged or given the opportunity to be internally promoted. One participant expressed the feeling of being "stuck" in their role due to no vertical career mobility.

One respondent stated:

*"I have zero expectation for internal promotion. It has been proven time and time again that my department does not look to hire internally and allow employees who have proven their loyalty, willingness to learn and work ethic to succeed within Brookhaven. I know my department is all looking for work outside of Brookhaven in an effort to propel our professional careers and goals. POC are given priority on promotions internally now in an effort to be diverse, so there doesn't seem to be a set standard on how this goes, they're just trying to check the boxes of inclusion."*

In an effort reconcile these concerns, one participant suggested that educational programs would help with skill development and, in turn, will diversify the career development pool. See Table 3 for further details.

Table 3. Career Development

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Employees of different backgrounds are encouraged to apply for higher positions.	40.43% 19	27.66% 13	17.02% 8	6.38% 3	8.51% 4	47
Employees of different backgrounds are treated fairly in the internal promotion process.	36.17% 17	31.91% 15	23.40% 11	2.13% 1	6.38% 3	47
There is a career development path for my current position with this employer.	28.26% 13	21.74% 10	23.91% 11	13.04% 6	13.04% 6	46

### *Personal Experiences*

Regarding the personal experiences of the survey participants, the overall responses were satisfactory. Over 78% (n=36) of the respondents agreed and strongly agreed that getting to know people with backgrounds different from their own has been easy for this employer. Participants (n=2) mentioned that they got along with their coworkers and staff members in their department. Newly hired employees also expressed feelings of value and worth. Conversely, there were concerns regarding personal experiences for employees of the City of Brookhaven. Phrases used to describe personal experiences included “undervalued,” “unappreciated,” “unnoticed,” and “overworked.” Others expressed uncomfortability with sharing their concerns to management and often felt their concerns were ignored by management and HR. Another common theme was the disproportionate treatment of women in the workplace. One participant stated:

*"I get along great with all staff within my department. However, again I feel like my work is not as appreciated as others because some are showcased more at city hall simply because they are women. The work that I have done for this department goes unnoticed as our department leadership takes credit for work I've done."*

Table 4. Personal Experiences

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Total</b>	<b>Weighted Average</b>
My experiences working for this employer have led me to become more understanding of differences among my coworkers.	29.79% 14	42.55% 20	17.02% 8	4.26% 2	6.38% 3	47	2.15
Getting to know people with backgrounds different from my own has been easy for this employer	34.78% 16	43.48% 20	15.22% 7	2.17% 1	4.35% 2	46	1.98
My work is valued and appreciated by my supervisors, management, and organization leadership	36.17% 17	27.66% 13	17.02% 8	10.64% 5	8.51% 4	47	2.28

### *Policies and Procedures*

When it pertains to policies and procedures, approximately 75% (n=35) of the respondents have confidence that this employer will take appropriate action in response to incidents of discrimination and/or bias and do what is right. One participant expressed their concern with the

COVID-19 policies for those who are unvaccinated and suggest there should be some revisions to insure equity for all employees. Many (n=4) employees emphasized the importance of unbiased and nondiscriminatory policies. One participant mentioned that the policies were created to protect the “protected class,” oftentimes with no reprimands for non-compliance. Several respondents also expressed that the City of Brookhaven is primarily concerned with legal exposure and fear of lawsuits. On the other hand, employees are afraid to report behavior due to fear of termination. One participant stated:

*“There have been incidents in the past where management opted to terminate all parties involved in a dispute, instead of appropriately investigating or facilitating reconciliation. If I were to be called an epithet by another employee, I would not report it because I might be terminated for being party to a dispute. Management's concern for legal exposure might be inadequate to execute a culture of social justice and equity for its employees when it matters most.”*

Table 5. Policies and Procedures

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Total</b>	<b>Weighted Average</b>
This employer's policies and procedures encourage diversity, equity and inclusion.	27.66% 13	31.91% 15	27.66% 13	6.38% 3	6.38% 3	47	2.32
I am aware of and understand the procedures for reporting incidents of discrimination and/or bias experienced and/or witnessed in the workplace.	38.30% 18	38.30% 18	17.02% 8	2.13% 1	4.26% 2	47	1.96
I believe this employer will take appropriate action in response to incidents of discrimination and/or bias and do what is right.	42.55% 20	31.91% 15	12.77% 6	6.38% 3	6.38% 3	47	2.02

### *Inclusion*

Regarding inclusion, over 80% (n= 38) of the respondents, agree or strongly agree that employees of different backgrounds interact well in this organization. However, respondents (n=2) felt as though their opinions were ignored by management and their new ideas often got shot down. In addition, the employees expressed that the City of Brookhaven was much more

concerned with the opinions of the public citizens rather than its employees. Sexual orientation was also a major concern regarding inclusion in the workplace. One participant acknowledged the fact that sexual orientation was not included in this survey as a demographic variable. Finally, others (n=2) were troubled by the inclusion of employees with disabilities. One participant stated:

“People with disabilities are not treated like their needs are a priority. When it takes over a year for my coworker to get a disability request granted, there is a major problem. Disabilities come in all forms, physical and mental. Just because you can't see it, doesn't mean it doesn't exist. It was extremely disheartening and very concerning that this process took so long. It was blamed on lawyers taking so long but it was clearly not made a priority because the disability was not evident. I enjoy interacting with my coworkers from different backgrounds but I'm not sure it's like that from all perspectives. There are definitely people in this city who have a problem with sexual orientations of other coworkers, for example, and it sucks to work with people with such closed minds.”

Table 6. Inclusion

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Total</b>	<b>Weighted Average</b>
Employees of different backgrounds interact well in this organization.	42.55% 20	38.30% 18	17.02% 8	0.00% 0	2.13% 1	47	1.81
Management of this employer demonstrates a commitment to meeting the needs of employees with disabilities.	25.53% 12	31.91% 15	34.04% 16	2.13% 1	6.38% 3	47	2.32
Employees of different ages are valued equally by this organization	32.61% 15	45.65% 21	13.04% 6	6.52% 3	2.17% 1	46	2.00
This employer shows a commitment to inclusion for all by not tolerating racial, ethnic, sexual and gender-based jokes or slurs in the workplace.	39.13% 18	39.13% 18	19.57% 9	0.00% 0	2.17% 1	46	1.87
This employer provides an environment for the free and open expression of ideas, opinions and beliefs.	31.91% 15	40.43% 19	12.77% 6	8.51% 4	6.38% 3	47	2.17

### *Immediate Supervisor*

The responses for immediate supervisor reflect high satisfaction rates. Approximately 80% (n=26) of the respondents agree that their supervisor is committed to, and supports, diversity, equity, and inclusion as well as interacting with them in a manner where they feel heard and that they have a place at the table. Participants refer to their immediate supervisor as “outstanding,” an “effective communicator,” and “one who truly cares for development and happiness.” About 74% (n= 34) participants agree that their supervisor values and appreciates their opinions and input. Nevertheless, there were some apprehensions regarding supervisors’ treatment towards women and the “protected class of color.” One participant stated:

*“Our leadership has higher standards for certain staff over others. Staff, who are a minority, are given slack when they don’t do their jobs. Those staff are also not reprimanded/terminated due to the fact that “they are a protected class” - words from our Director. When we give input on things, our leadership is afraid to make a decision without asking leadership at city hall. Because I am a man, I do not feel like I have a place at the table because our director favors women and does not want confrontation with anyone.”*

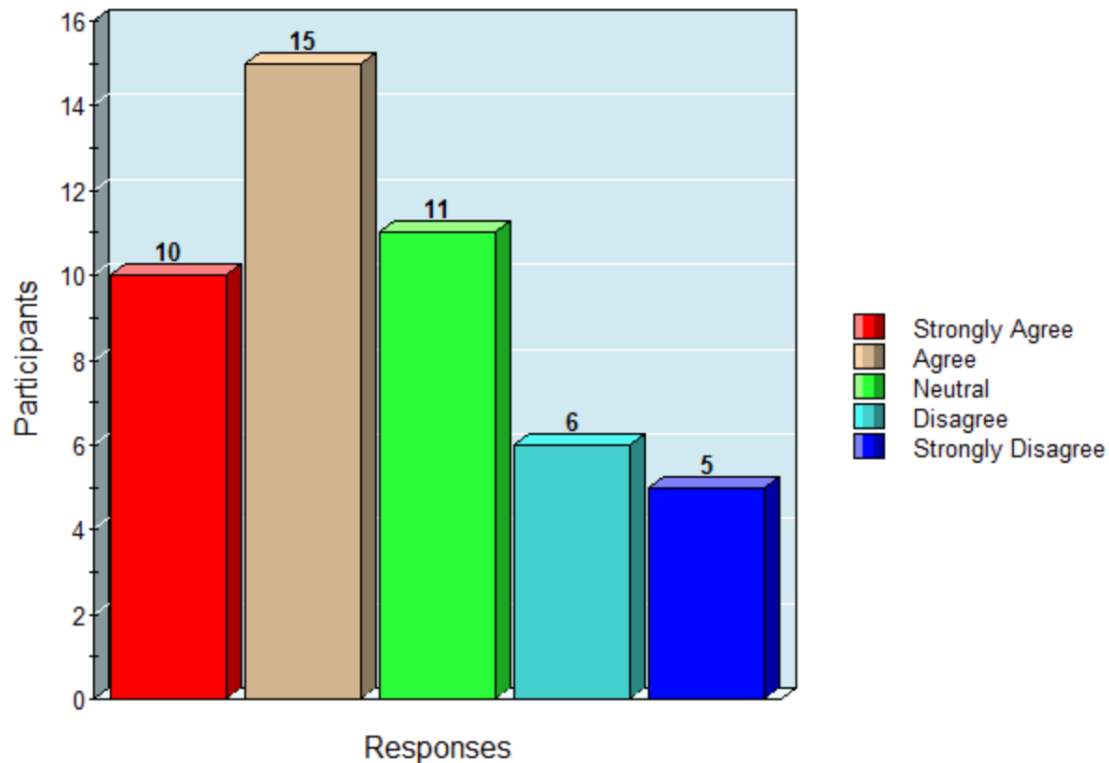
Table 7. Immediate Supervisor

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Total</b>	<b>Weighted Average</b>
My supervisor is committed to, and supports, diversity, equity and inclusion (i.e., hiring, career development, etc.)	45.65% 21	32.61% 15	13.04% 6	4.35% 2	4.35% 2	46	1.89
My supervisor has handled any matters related to diversity, equity and inclusion that I have discussed or am aware of satisfactorily.	39.13% 18	30.43% 14	23.91% 11	4.35% 2	2.17% 1	46	2.00
My supervisor values and appreciates my opinions and input.	52.17% 24	21.74% 10	19.57% 9	2.17% 1	4.35% 2	46	1.85
My supervisor interacts with me in a manner where I feel heard and that I have a place at the table.	52.17% 24	26.09% 12	10.87% 5	6.52% 3	4.35% 2	46	1.85

## Diversity Training

Diversity training had the lowest weighted average of the 8 content areas of the survey, falling at 2.60 nearing the neutral midpoint. Approximately 24% (n= 11) respondents disagreed or strongly disagreed that their employer has done a good job providing educational programs that promote diversity, equity, and inclusion in the workplace.

Figure 2. Employer Provides Educational Programs that Promote DEI in Workplace



Three participants mentioned in the qualitative responses that they had never heard of any promotion of DEI training in the workplace. One participant suggested there should be annual cultural training and stated:

*"We do not promote diversity in our workplace. This is likely due to many people being overworked and not having time to promote how diverse we are. We could offer annual training with the police department that teaches diversity among cultures. Annual cultural awareness training is mandatory and would not be difficult to discuss diversity among Asian cultures, Hispanic cultures, Black and African cultures, etc."*

Another respondent mentioned that a few years ago they participated in a city-wide sexual harassment training that mentioned some diversity components, but that was the extent of their exposure to that subject through workplace training. One other participant mentioned that diversity training makes discussions about race and religion "awkward."

Overall, the participants' ranking and responses indicated satisfaction with diversity, equity, and inclusion in the City of Brookhaven, but there were some concerns for improvement. The respondents suggested that there be more diversity for race and gender in the hiring process. Others expressed the importance of paying attention to those who are most qualified. Employees want to cultivate a work environment that encourages staff to get to know each other and be educated/ trained to embrace diversity. Regarding the police department, participants suggest promoting the values of the officers as well as the need to for hiring Spanish speaking police officers. Non-bias policies and procedures should be prioritized and consistent across the boards. All employees should be given fair chances including health care coverage options for all. Employees seek to be recognized for their accomplishments. Staff also find it important to feel comfortable sharing concerns about worker safety without fearing the repercussions of such statements. One participant summed up their thoughts on DEI in the workplace stating "treat others the way you would like to be treated."

[illegible]



## Appendix

Table 1. Overall Diversity, Equity and Inclusion Culture

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Total</b>	<b>Weighted Average</b>
The leadership of my employer encourages diversity.	42.55% 20	31.91% 15	21.28% 10	2.13% 1	2.13% 1	47	1.89
Management shows that diversity is important through its actions.	38.30% 18	29.79% 14	27.66% 13	2.13% 1	2.13% 1	47	2.00
This employer fosters a workplace that allows employees to express themselves, promotes individuality, and promotes freedom of expression regardless of their cultural or religious beliefs, age, color, disability, sex, gender expression or national origin.	34.04% 16	34.04% 16	12.77% 6	10.64% 5	8.51% 4	47	2.26
This employer respects individuals and values their differences.	38.30% 18	29.79% 14	12.77% 6	12.77% 6	6.38% 3	47	2.19
The leadership of this employer treats all employees fairly.	29.79% 14	38.30% 18	17.02% 8	8.51% 4	6.38% 3	47	2.23
The employer's vision, mission and value statement is clear.	36.96% 17	30.43% 14	19.57% 9	4.35% 2	8.70% 4	46	2.17
The employer's vision, mission and value statement sets the tone for the organization's culture.	31.91% 15	31.91% 15	25.53% 12	2.13% 1	8.51% 4	47	2.23
Employer management and leadership appreciate others whose backgrounds, beliefs and experiences are different from their own.	31.91% 15	38.30% 18	19.15% 9	6.38% 3	4.26% 2	47	2.13
Employer Management and leadership value the opinions and input of employees.	26.09% 12	43.48% 20	13.04% 6	10.87% 5	6.52% 3	46	2.28

Table 2. Hiring and Recruitment

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Total</b>	<b>Weighted Average</b>
This employer's recruitment and interview process is open and welcoming.	31.91% 15	36.17% 17	19.15% 9	4.26% 2	8.51% 4	47	2.21
This employer makes an effort to ensure diversity in the interview process	29.79% 14	29.79% 14	27.66% 13	6.38% 3	6.38% 3	47	2.30
This employer's hiring and recruitment process is fair and unbiased	36.17% 17	25.53% 12	27.66% 13	2.13% 1	8.51% 4	47	2.21

Table 3. Career Development

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Total</b>
Employees of different backgrounds are encouraged to apply for higher positions.	40.43% 19	27.66% 13	17.02% 8	6.38% 3	8.51% 4	47
Employees of different backgrounds are treated fairly in the internal promotion process.	36.17% 17	31.91% 15	23.40% 11	2.13% 1	6.38% 3	47
There is a career development path for my current position with this employer.	28.26% 13	21.74% 10	23.91% 11	13.04% 6	13.04% 6	46

Table 4. Personal Experiences

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Total</b>	<b>Weighted Average</b>
My experiences	29.79%	42.55%	17.02%	4.26%	6.38%	47	2.15

working for this employer have led me to become more understanding of differences among my coworkers.	14	20	8	2	3		
Getting to know people with backgrounds different from my own has been easy for this employer	34.78% 16	43.48% 20	15.22% 7	2.17% 1	4.35% 2	46	1.98
My work is valued and appreciated by my supervisors, management, and organization leadership	36.17% 17	27.66% 13	17.02% 8	10.64% 5	8.51% 4	47	2.28

Table 5. Policies and Procedures

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Total</b>	<b>Weighted Average</b>
This employer's policies and procedures encourage diversity, equity and inclusion.	27.66% 13	31.91% 15	27.66% 13	6.38% 3	6.38% 3	47	2.32
I am aware of and understand the procedures for reporting incidents of discrimination and/or bias experienced and/or witnessed in the workplace.	38.30% 18	38.30% 18	17.02% 8	2.13% 1	4.26% 2	47	1.96
I believe this employer will take appropriate action in response to incidents of discrimination and/or bias and do what is right.	42.55% 20	31.91% 15	12.77% 6	6.38% 3	6.38% 3	47	2.02

Table 6. Inclusion

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Total</b>	<b>Weighted Average</b>
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Employees of different backgrounds interact well in this organization.	42.55% 20	38.30% 18	17.02% 8	0.00% 0	2.13% 1	47	1.81
Management of this employer demonstrates a commitment to meeting the needs of employees with disabilities.	25.53% 12	31.91% 15	34.04% 16	2.13% 1	6.38% 3	47	2.32
Employees of different ages are valued equally by this organization	32.61% 15	45.65% 21	13.04% 6	6.52% 3	2.17% 1	46	2.00
This employer shows a commitment to inclusion for all by not tolerating racial, ethnic, sexual and gender-based jokes or slurs in the workplace.	39.13% 18	39.13% 18	19.57% 9	0.00% 0	2.17% 1	46	1.87
This employer provides an environment for the free and open expression of ideas, opinions and beliefs.	31.91% 15	40.43% 19	12.77% 6	8.51% 4	6.38% 3	47	2.17

Table 7. Immediate Supervisor

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Total</b>	<b>Weighted Average</b>
My supervisor is committed to, and supports, diversity, equity and inclusion (i.e., hiring, career development, etc.)	45.65% 21	32.61% 15	13.04% 6	4.35% 2	4.35% 2	46	1.89
My supervisor has handled any matters related to diversity, equity and inclusion that I have discussed or am aware of satisfactorily.	39.13% 18	30.43% 14	23.91% 11	4.35% 2	2.17% 1	46	2.00
My supervisor values and appreciates my opinions and input.	52.17% 24	21.74% 10	19.57% 9	2.17% 1	4.35% 2	46	1.85

My supervisor interacts with me in a manner where I feel heard and that I have a place at the table.	52.17% 24	26.09% 12	10.87% 5	6.52% 3	4.35% 2	46	1.85
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Table 8. Diversity Training

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Weighted Average
This employer has done a good job providing educational programs that promote diversity, equity and inclusion in our workplace.	21.28% 10	31.91% 15	23.40% 11	12.77% 6	10.64% 5	47	2.60

Table 9. Length of employment for the City of Brookhaven

Response	Frequency	Percentage
Less than one year	3	6.52%
One year to less than two years	4	8.70%
Two years to less than five years	12	26.09%
Five year to less than ten years	27	58.70%
Ten years or more	0	0.00%
<b>Total</b>	<b>46</b>	<b>100%</b>

Table 10. Age

Response	Frequency	Percentage
Under 21	1	2.17%
21-34	7	15.22%
35-44	19	41.30%
45-54	10	21.74%

55 or older	9	19.57%
<b>Total</b>	<b>46</b>	<b>100%</b>

Table 11. Gender

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Male	24	53.33%
Female	18	40%
Non-Binary	3	6.67%
<b>Total</b>	<b>45</b>	<b>100%</b>

Table 12. Race or Ethnicity

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Asian Another race or ethnicity, please describe below	1	2.38%
Black or African American	6	14.29%
Hispanic or Latino	7	16.67%
Middle Eastern or North African	0	0.00%
Multiracial or Multiethnic	4	9.52%
Native American or Alaska Native	0	0.00%
Native Hawaiian or other Pacific Islander	1	2.38%
White	23	54.76%
Another race or ethnicity, please describe below	0	0.00%
<b>Total</b>	<b>42</b>	<b>100%</b>

Table 13. Role in Organization

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
First-Level Supervisor	5	11.36%
Manager/supervisor higher than first level (including senior	12	27.27%

management positions)		
Not a manager or supervisor	27	61.36%
<b>Total</b>	<b>44</b>	<b>100%</b>

Table 14. Department of Employment in the Organization

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Executive and General Administration: (City Management, Finance, City Clerks & Courts)	6	13.95%
External Community Services: (Community Development, Communications, Economic Development, Strategic Partnerships, and Parks & Recreation)	16	37.21%
Police Department: (Sworn and Unsworn)	20	46.51%
Internal Support: (Human Resources and Information Technology)	1	2.33%
<b>Total</b>	<b>43</b>	<b>100%</b>

# **Social Justice, Race & Equity Commission**

**Subcommittee:** Hiring and Retention

**Topic:** Exit Interviews

## Background

In 2020, the City of Brookhaven experienced a 10% turnover: approximately 8% of its full-time staff and 15% of its part-time staff. Currently, the City does not have in place a consistent policy, practice, or standard for conducting exit interviews when employees leave their job/positions with the City. While there is in place an exit interview questionnaire that some departing employees complete, it is limited in its scope and focus and does not capture critical data - race, ethnicity, tenure or sexual identification - nor provide deeper and more nuanced understanding and insight that would be gained in dialogue with a trained human resource professional. Additionally, completed questionnaires are not routinely reviewed and discussed within the Human Resources Department or with City leadership.

## Issue, Inequity, and/or Problem

The information collected in written and in-person exit interviews can give the City of Brookhaven a unique perspective on its performance and employee satisfaction relative to equitable and inclusionary practices, culture, management, and other factors; reveal opportunities for improvement; and ensure positive relationships with departing and existing staff. With more than 50% of part-time staff and 48% of full-time staff labeled as “minority” (i.e. nonwhite), the data gleaned from these interviews can assist in understanding the lived experience of all staff, particularly people of color (e.g. if people of color are clustered in lower-wage classifications, having successfully entered the public sector but held back from upward mobility).

## Rationale

Conducted in tandem with clear goals for improving workforce equity, employee exit interviews indicate when and how equity and diversity strategies should be developed and implemented to effectively achieve meaningful results.

## Considerations

As a component of the planned comprehensive review of Human Resource policies and practice, requiring exit interviews can be easily implemented. Potential actions to achieve this include edifying a transparent exit interview policy in the employee handbook and/or Human Resources guidelines; developing a clear and consistent set of standards for conducting exit interviews; and offering all exiting employees the opportunity to participate in a formal exit interview, if they so wish.

## Recommendation

**The Commission recommends that the City of Brookhaven’s Human Resources Department establish a consistent policy of conducting written and in-person exit interviews with all departing Brookhaven employees.**



# **Social Justice, Race & Equity Commission**

**Subcommittee:** Hiring and Retention

**Topic:** Improvement of Recruitment/Hiring/Onboarding/Retention Policies

## Background

In 2020, the City of Brookhaven experienced a 10% turnover: approximately 8% of its full-time staff and 15% of its part-time staff. At the time, the City did not have firm and consistent practices or policies surrounding the recruitment, hiring, on-boarding and retention of employees, including proactive training and advancement opportunities available to all staff members..

## Issue, Inequity, and/or Problem

The absence of such policies is not in line with best practices within the field. In addition, it does not promote the importance of infusing diversity, equity, and inclusion into the hiring and retention of employees. The September 2021 survey of City staff indicated the majority of respondents agreed the City's hiring and recruitment process ensures diversity in the interview process as well as fair and unbiased recruiting. Yet, a large portion of respondents provided a neutral response and a sizable minority disagreed or strongly disagreed. Responses to questions regarding career development/promotion opportunities provided similar results. Overall, the staff survey indicated satisfaction with the City regarding diversity, equity, and inclusion. However, responses also identified areas of concern and needed improvements.

## Rationale

As the Commission began to look at best practices from other cities, coupled with those within Human Resources, we recognized that there was a lack of some fundamental practices within the process. We believe it is in the City's best interest to recruit, train and retain high-performing employees so there is a wealth of institutional knowledge serving the public and so Brookhaven is known as a fair and equitable employer presenting long-term career opportunities for all of its employees. Improved standard policies and procedures will assist achieve those goals as well as advance diversity, equity and inclusion objectives.

## Considerations

As a component of the planned comprehensive review of Human Resource policies and practice, the ability to have policies surrounding recruitment, hiring and onboarding practices will assist in aligning the City with best practices from other cities and other traditional corporations. Furthermore, as part of this process, it will permit the City to also ensure that they are being intentional surrounding the infusion of diversity, equity and inclusion throughout the entirety of the process.

## Recommendation

**The Commission recommends the City of Brookhaven Human Resources Department develop and enforce equitable recruitment, hiring, onboarding and retention policies and practices, including expanded interview panels that are diverse and representative of the demographics of the city, training for interview panelists, expanded standard interview questions, tailored position-specific questions, and defined recruitment and retention plans which include ongoing professional development for all its employees.**

# **Social Justice, Race & Equity Commission**

**Subcommittee:** Hiring and Retention

**Topic:** Improved use of Human Resource Software and Continued Staff Surveys

## Background

In 2020, the City of Brookhaven experienced a 10% turnover: approximately 8% of its full-time staff and 15% of its part-time staff. Currently, the City utilizes PayCom HR software; however, the system is not utilized consistently or to its full capabilities. Until the staff survey conducted in September 2021, the City had not utilized surveying to engage employees and obtain constructive input.

## Issue, Inequity, and/or Problem

The usage of PayCom software to its full capabilities along with staff surveys will assist the City of Brookhaven HR better understand developing trends and areas of concern as the City works toward improving interactions with staff while promoting City goals related to diversity, equity and inclusion. The September 2021 staff survey confirmed satisfaction overall with the City regarding diversity, equity, and inclusion; but it also identified issues of significant concern to be improved upon.

## Rationale

The Hiring & Retention Subcommittee investigation found the City's HR data entry and reporting relies too heavily upon inconsistent manual manipulation as opposed to integrated systems and standards to produce customized reporting to allow for meaningful data analysis. Improved policies for use of HR software and staff engagement will allow relevant data to be captured, retained and accessed for analysis in conjunction with promoting positive staff culture along with advancing the City's goals for diversity, equity and inclusion.

## Considerations

As a component of the planned comprehensive review of Human Resource the training of the PayCom system and ways to effectively utilize this tool to engage with employees, especially surrounding Diversity, Equity and Inclusion is extremely valuable. Better use of the PayCom system's capabilities along with periodic staff surveys will assist to identify trends and potential issues so that they may be addressed proactively instead of reactively as well as assure policies/procedures promote the City's goals regarding justice, equity and inclusion.

## Recommendation

**The Commission recommends that the City of Brookhaven's Human Resources Department develop and implement policies and procedures as well as periodic staff surveys to capture relevant data for analysis to address trends and issues related to staff hiring and retention.**